

gsf

75th Anniversary Celebration

Golden State Foods
75th Anniversary

An Unforgettable Campaign that Indulged all Stakeholders.

gsf

75th Anniversary Celebration



gsf

75th Anniversary Celebration

PLAN
PLANNING



gsf

75th Anniversary Celebration

OBJECTIVES

and GOALS



75th Anniversary Celebration

OBJECTIVES

Celebrate GSF's 75th Anniversary company-wide in a meaningful way, so that all GSF stakeholders have a better understanding, appreciation, and enthusiasm for Golden State Foods' brand promise historically and moving forward.

- Inform, educate, inspire all GSF stakeholders about Golden State Foods' unique history, organization, culture in an impactful, multi-faceted way.
- Create an “emotional souvenir” for all to remember for a lifetime, catapulting GSF for future success.

GOALS

- Create a year-long celebration (January – December 2022) .
- Engage associates at all levels at all locations (in both planning and events/activities) as well as associates' families.
- Engage alumni, customers, and vendors (guest speakers, videos, perspectives, stories, etc.).
- Include GSF Foundation's 20th Anniversary Elements (volunteering, storytelling, etc.).
- Effectively tell our story internally and externally to all our stakeholders and the public.
- Include a forward-looking perspective (not just looking back).
- Keep planning/execution simple, manageable, and fun.

SUBCOMMITTEES

- General Branding
- Truck Branding
- Telling Our Story
- Local Facility Celebrations
- Customer/Vendor Engagement
- Time Capsule
- Anniversary Scholarships
- GSF Foundation
- Special Food Products
- Overall Process and Budget

gsf

75th Anniversary Celebration

EXECUTING

THE

CELEBRATION



OUR ENDURING LEGACY

WELCO

2022 Partners' Meeting Operations

A portrait of Mark Wetterau, a man with dark hair, wearing a dark suit, white shirt, and dark tie. He is smiling and looking towards the camera. The portrait is set within a circular frame that is part of a larger graphic design featuring the 'gsf 75th Anniversary' logo and starburst effects.

Mark Wetterau
Chairman & Chief Executive Officer

A row of logos for various partners, including KanPak, USA, PROTEIN, LIQUID, and GROENZ.

gsf

EXECUTION: ELEMENTS



Lourdes Cerpa-Smith

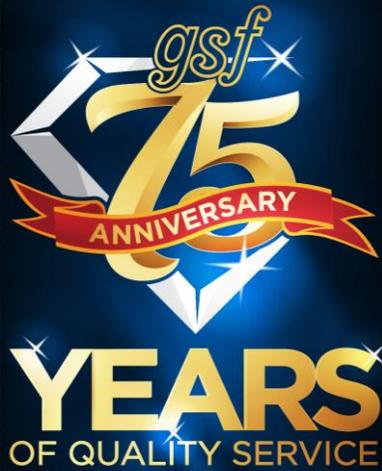
Corporate Human Resources

Generalist

Golden State Foods

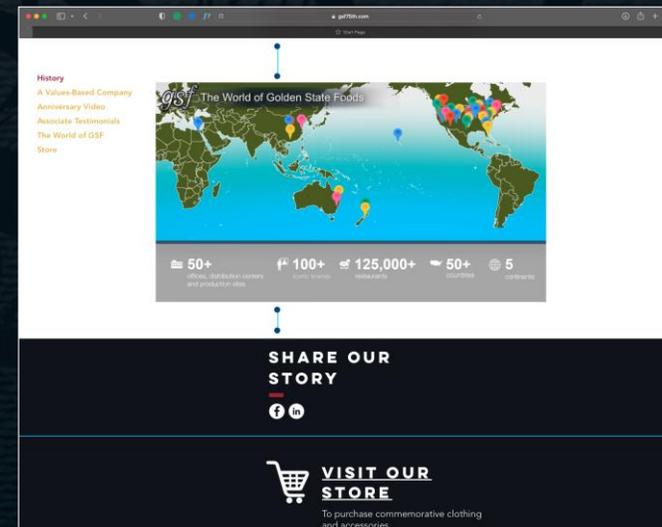
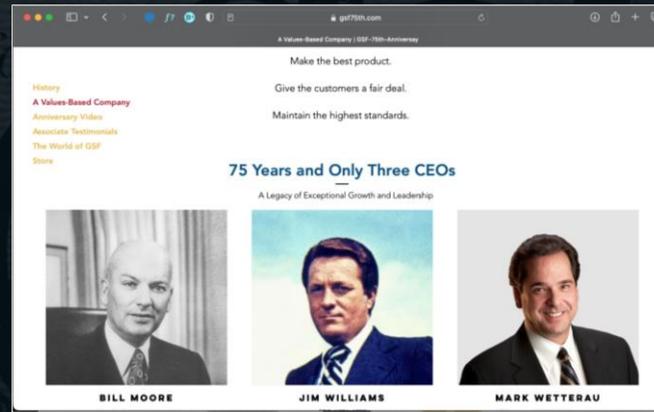
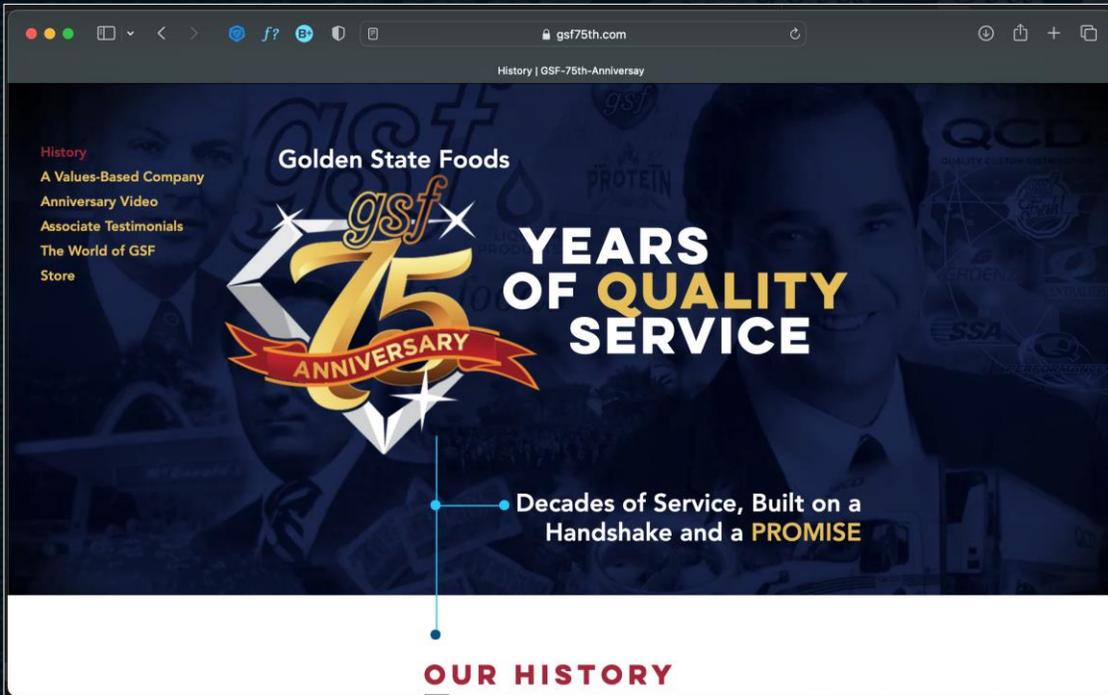
p: 949.247.8067

w: www.goldenstatefoods.com





EXECUTION: ANNIVERSARY WEBSITE



OUR HISTORY

Golden State Foods was founded in 1947 in Southern California, as a small meat company supplying local businesses. When the company teamed up with the young McDonald's Corporation in the 1950s, Golden State was on its way to becoming a major player in the food processing and distribution industries. On a handshake and a promise, GSF and McDonald's set out to pursue a dream of the highest standards. Built upon solid values and relationships, the vision was clear: make the best products and provide the best service.

Today, more than 75 years later, GSF is one of the world's largest diversified suppliers to the Quick Service Restaurant (QSR) and retail industries. Even with the company's international expansion and dramatic sales growth, GSF's high standards have endured decade after decade. From its humble beginnings to its global reach as a leading multi-national corporation, GSF attributes its success to simple, yet demanding principles of quality, service, and treating others with respect.

- 1947** **A GI Bill and a Heart Full of Dreams**
Formerly called "Pacific Meat and Provision Company" and "Golden State Meat Company," GSF was founded by Bill Moore... [continue](#)
- 1950s** **A Handshake and a Promise**
By the early 1950s, annual sales for Golden State had reached \$2 million. The company acquired Cheney Meat Company... [continue](#)
- 1960s** **From Beef Patties to Big Mac Sauce**
As GSF continued to expand its beef patty production throughout McDonald's in the '60s, it also began serving local favorites... [continue](#)
- 1970s** **Driving Growth through One-Stop-Shopping**
The '70s were a time of tremendous growth, as sales grew to more than \$337 million. In 1971, GSF opened a distribution center in... [continue](#)

qnet.e-quantum2k.com

GOLDEN STATE FOODS CORP. - RETAIL

Your Catalog

- BANNER (3)
- APPAREL (7)
- GOLF ITEMS (4)
- PROMOTIONAL PRODUCTS (2)

PRODUCT CODE

RESULTS PER PAGE: 30

 <p>BNR-6X10 6'X10' VINYL BANNER W/ GRO... \$120.52 / EA</p> <p>ADD TO CART</p>	 <p>CAPRON CANVAS APRON \$30.14 / EA</p> <p>ADD TO CART</p>	 <p>FLAG-3X5 3'X5' FLAG DOUBLE SIDED W/ G... \$124.23 / EA</p> <p>ADD TO CART</p>	 <p>FTDTTF TITLEIST TRUFEEL GOLF BALLS... \$51.87 / (12 / PK)</p> <p>ADD TO CART</p>
 <p>FTPVN TITLEIST PRO V1 GOLF BALL P... \$32.35 / (12 / PK)</p>	 <p>LPC450V LADIES 75YR 100% COTTON T-S... \$16.22 / EA</p>	 <p>LPDS340S BRIGHT GOLD LABEL PIN \$7.02 / EA</p>	 <p>LPTH LOW PROFILE TRUCKER MESH ... \$11.45 / EA</p>



gsf

EXECUTION: 75TH VIDEO SERIES



Association for Dressings and Sauces 2021
Technical Achievement Award
(Mariana Manole and Suzanne Mailman,
GSF Liquid Products - U.S.)



McDonald's
2021, 2020, 2019, 2018, 2017
A Quality Award
(GSF Fresh! China - Guangzhou)

► Association for Dressings and Sauces

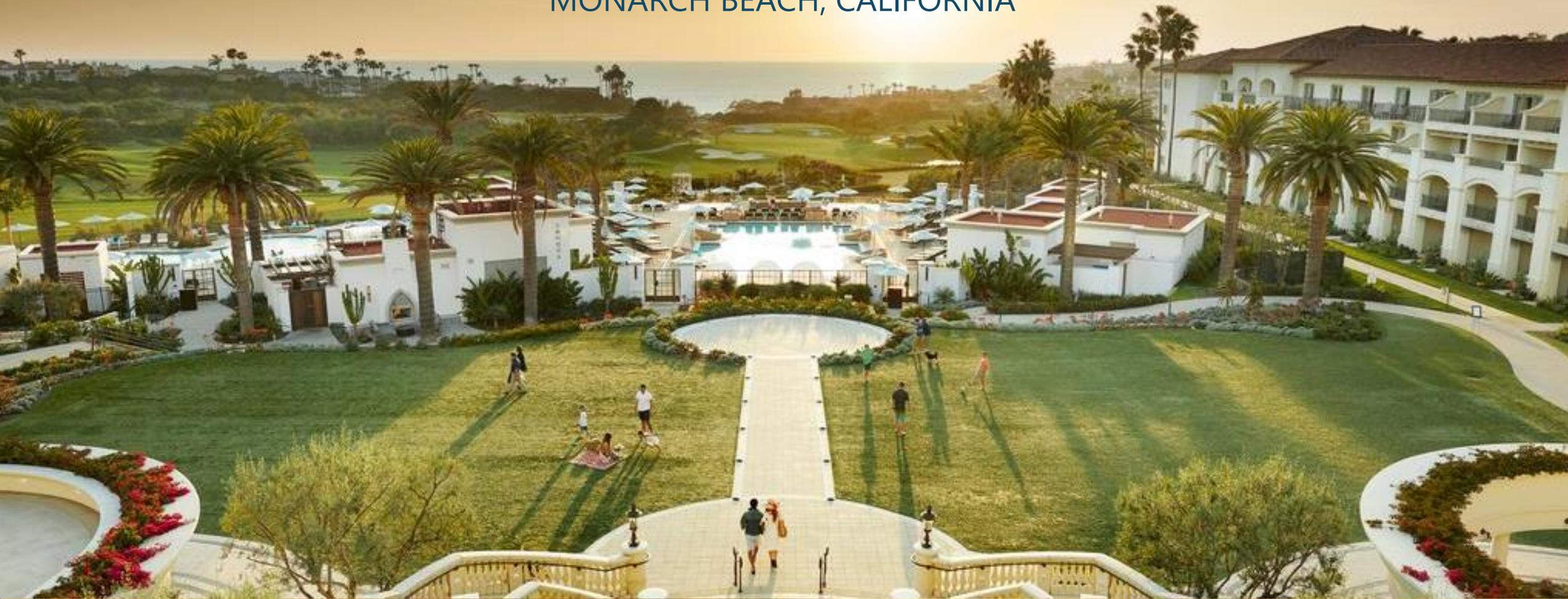


gsf

EXECUTION: PARTNERS' MEETING

Waldorf Astoria

MONARCH BEACH, CALIFORNIA





OUR ENDURING
LEGACY



ROLL

ROLL

OUR EXCLUSIVE
LEGACY

OUR EXCLUSIVE
LEGACY

gsf





gsf

EXECUTION: OUR LEGACY JOURNEY



gsf golden state foods

OUR LEGACY JOURNEY

OUR CREEED
We commit to doing what we do best for the benefit of our people, our customers, and our communities.

OUR ASSOCIATES

OUR CUSTOMERS

OUR COMMUNITIES

OUR VALUES

PEOPLE
EQUITY
INTEGRITY
RESPONSIBILITY
FINANCIAL SECURITY

CULTURE, CREED, AND VALUES

Learning Map® Facilitator Guide

gsf

LOCAL CELEBRATIONS WORLDWIDE: "CELEBRATING 75 YEARS OF OUTSTANDING ASSOCIATES"



gsf

75th Anniversary Celebration



gsf

75th Anniversary Trivia Grand Prize Winner



January 25, 2023

The GSF 75th Anniversary Steering Committee congratulates Jeannette Rodriguez of KanPak Penn Yan on winning the grand prize of a 75-inch TV in the 75th Anniversary videos and trivia series! In early January, Jeannette received the exciting news during a video meeting with the Anniversary Steering Committee Chair, Shellee Frey, and the Global Branding and Communications team.

"We were thrilled to cap off our anniversary video and trivia series by sharing our congratulations with Jeannette and thanking her for participating in GSF's 75th anniversary celebrations in this way," said Shellee Frey, Vice President and Chief Branding and Communications Officer. "With the nearly 750 correct trivia responses submitted throughout the contest, we greatly appreciate all of the associate engagement that this fun and informative opportunity inspired in 2022!"

Congratulations to all trivia winners who received \$75 gift cards to our customers' restaurants throughout the anniversary year:

- Louisa Mondragon, QCD Albuquerque
- Vera Hunter, QCD Seattle
- Mark Scavo, CLC/CFM St. Louis
- Marla Barr-Stanke, QCD Frisco
- Kathy Schoonover, GSF Opelika
- Luis Castro-Salazar, QCD Charlotte
- Casey Araujo, GSF Burleson
- Jeremy Mendoza, GSF City of Industry
- Pete Romanelli, QCD Suffolk
- Seth Mullis, KanPak Penn Yan

visit these links:

gsf

75th Anniversary Scholarships



Many changes have taken place since our company's beginning in 1947. With that in mind, what do you believe is the most significant and positive change that has taken place in the last 75 years?

gsf

75th Anniversary Scholarships

NOW ACCEPTING APPLICATIONS!



2022-2023 Scholarships Available

CONTACT YOUR HUMAN RESOURCES DEPARTMENT REPRESENTATIVE

ALL FORMS DUE TO LOCAL HR NO LATER THAN:

JULY 15, 2022

What do you believe is the most significant and positive change that has taken place since 1947?	Essay Quotes
Women in the Workforce	<i>"I am proud that my dad has been a part of this company for years, as he has been a part of greatness."</i>
The Civil Rights Movement	
The Internet	
Smartphones	<i>"As GSF associates, we can be the change we'd like to see in the world and have a platform via the Foundation."</i>
Artificial Intelligence	
Assistive Technology	
Focus on Sustainability	<i>"Putting others first around the globe is one reason I believe Golden State Foods sets themselves apart from others."</i>
Globalization	
Automation, Robotics, Autonomous Vehicles	
(GSF) The Foundation	<i>"We are entering a whole new world of connected culture."</i>
DNA Technology	
Healthcare Advances	
Focus on Mental Health	<i>"The most significant and positive change, I think, is that the diversity and inclusion (at GSF) has been further enhanced." (China)</i>
World Health Organization	
NATO's role in Maintaining Peace	

gsf

GSF FOUNDATION 20TH ANNIVERSARY



*GSFF Volunteers Celebrate 20th Anniversary
with Day of Service*

gsf

75th Anniversary Celebration Time Capsule





Mark Wetterau
CEO, Chairman
Golden State Foods

Recipe for Success

Golden State Foods Still Growing After 75 Years

By PETER J. BRENNAN

What is the key to celebrating three quarters of a century in business? Mark Wetterau, who is only the third chief executive in the 75-year history of

Golden State Foods, has a relatively simple answer.

"It's just outstanding culture," Wetterau told the Business Journal during an exclusive interview at the company's Irvine headquarters. "Culture is so important—what we represent, what we stand for. It's the most powerful piece. Without the culture, the strategy and structure would not be as strong and as impactful."

Golden State Foods is back in growth mode

GSF 35

JUNE 13, 2022

GSF

from page 1

after seeing its annual sales fall from about \$7 billion to around \$4.5 billion in 2019 after shedding units that supplied its longtime customer McDonald's Corp.

Golden State Foods, which employs a workforce of 6,240 globally, is Orange County's fifth-largest private company by revenue. The Business Journal's annual list of the county's largest private companies estimates sales climbed 11% to \$5 billion at the food manufacturer and distribution and should grow about 14% to \$5.7 billion this year (see list, page 32).

It has operations in more than 80 countries on five continents. It services 125,000 stores at F.C. Taco Bell, Pizza Hut, Chick-fil-A and Wendy's.

"You go into any of these quick-service restaurants, a lot of the products inside those restaurants, our folks have had a part in developing and creating," Wetterau said.

The company, which helped develop famous products such as McDonald's Big Mac sauce, has innovation centers around the world to come up with new ideas for their customers' menus.

"There are a lot of sauces that you can give your customers for but it's not something that we want to do because when we develop those products exclusively for those customers, we're behind the scenes," Wetterau said.

"Rewards are being able to process the product and deliver them."

Handshake

Golden State Foods, often known as GSF, was founded in 1947 when Bill Moore began selling products out of his house to Los Angeles restaurants.

After McDonald's decided to consolidate its suppliers, Golden State in 2018 sold much of its McDonald's distribution-related businesses.

Golden State used the cash from the sale of those units to increase its investments in manufacturing and logistics such as a new liquid products plant in Texas, the expansion of a Georgia facility and a new factory in New

York, according to the company website.

As that chain grew, so did Golden State Foods.

Besides the Big Mac sauce, it helped roll out numerous signature products, such as the Triple Thick Shake syrups, McNugget dipping sauces, McDonald's brand ketchup, and flavored coffee syrups.

In 1976, Moore relinquished the CEO role to Jim Williams.

Wetterau started his career in 1980 with St. Louis-based Wetterau Inc., a family-owned food maker and distributor founded by his great-grandfather in 1869. He rose through the ranks to become chairman and CEO of Shop 'N Save in 1987 and then president and chief operating officer of Wetterau Inc., which was sold for \$1.1 billion in 1992 to Minneapolis-based SuperValu Stores Inc. Then he, his brother Conrad Wetterau and former Wetterau Inc. associate Mike Waitukaitis went on to form Wetterau Associates LLC to buy and manage businesses.

Their two biggest investments became Anheuser-Busch Cos.'s largest independent distributor in Massachusetts, and Golden State Foods, which the company bought in 1998 with help from Ron Burkle's Yucaipa Cos., who was bought out in 2004.

Wetterau chose to buy Golden State Foods—which relocated from Pasadena to Irvine in 1992—because "we loved tying ourselves to one of the best in the industry."

"McDonald's was doing an outstanding job. That organization managed to stay focused on the customer itself."

Golden State's business kept growing as it expanded to other fast-food restaurants like Starbucks and new geographies such as China, Australia and the Middle East.

After McDonald's decided to consolidate its suppliers, Golden State in 2018 sold much of its McDonald's distribution-related businesses.

Golden State used the cash from the sale of those units to increase its investments in manufacturing and logistics such as a new liquid products plant in Texas, the expansion of a Georgia facility and a new factory in New

www.ocbj.com



Company's first electric truck; planning for fleet of 45 Volvo electric trucks by next year

York.

As part of its growth strategy, GSF also supports its customers in China, acknowledging ongoing supply chain woes.

"It's extremely difficult for all of us. The time lapse for ingredients from Asian markets has increased significantly," Wetterau said. "Stabilization is getting closer. Sometime by end of year, things will start to get better. It will take another 18 months to get back to prior levels."

Five Main Businesses

Golden State Foods now has five main businesses: proteins such as hamburger patties; liquid products like syrups and condiments; produce; dairy such as ice cream and smoothies; and logistics.

It's expanding into areas such as electric trucks, which is a "top priority," Wetterau said. The company has ordered 45 Volvo electric trucks, most of which should be arriving within the year. The company's Quality Custom Distribution unit has a fleet of 700 Class 8 tractors that make more than 1 million last-mile deliveries per year, averaging more than 35 miles on the road annually.

"The willingness is there, but the technology is lagging," Wetterau said. "We're certainly going to stay on the forefront of this."

ORANGE COUNTY BUSINESS JOURNAL 35

Golden State Foods

BUSINESS: food manufacturer, distributor to quick-service restaurants

- HE
- CH
- 20
- 21
- E
- N
- CO

The Golden State Foods' Timeline

- 1947:** Bill Moore founds Golden State Foods as a beef supplier to Los Angeles restaurants and hotels. Sales surpass \$1B in 1989.
- 1950s:** Gets McDonald's business on a handshake with Ray Kroc. Reaches \$2M in annual sales.
- 1960s:** Earns new customers like In-N-Out, Disneyland; begins exporting to McDonald's in Asia, South America and the Caribbean. Annual sales top \$20M.
- 1970s:** Sales grow to more than \$337M annually. Helps refine McDonald's famous First to implement "one-stop shopping" into quick-service restaurant format, revolutionizing the industry. Becomes exclusive supplier to McDonald's. Jim Williams becomes company's second CEO in 1976. Founder Moore dies in 1978.
- 1980s:** Williams focuses on McDonald's. Begins to make McDonald's ketchup, McRib patties and sauce, McNugget sauces, and dressings for new salads.
- 1990s:** Moves HQ to Irvine in 1992. Expands to Australia and Middle East with processing plant in Cairo in 1994. Sales reach \$1.7B. Wetterau Associates and State Foods in 1998. Expands to other fast-food restaurant chains.
- 2000s:** Forms logistics unit. Starts charity that since has raised more than \$60M for 600 nonprofits. Yucaipa bought out in 2004. Sales reach \$4B in 2009.
- 2010s:** Buys KanPak China in 2012 to expand into China and KanPak U.S. in 2013. Buys Groenz in 2013 and Snap Fresh Foods in 2014 to expand into nine of its dedicated distribution centers that catered to McDonald's. Sales drop to \$4.5B annually. Uses cash to further invest into other logistics and manufacturing areas of the business.
- 2020s:** Sales growing at double digits, "way north" of \$5B annually.

—Peter J. Brennan

75th Anniversary Customer Meetings / Activities

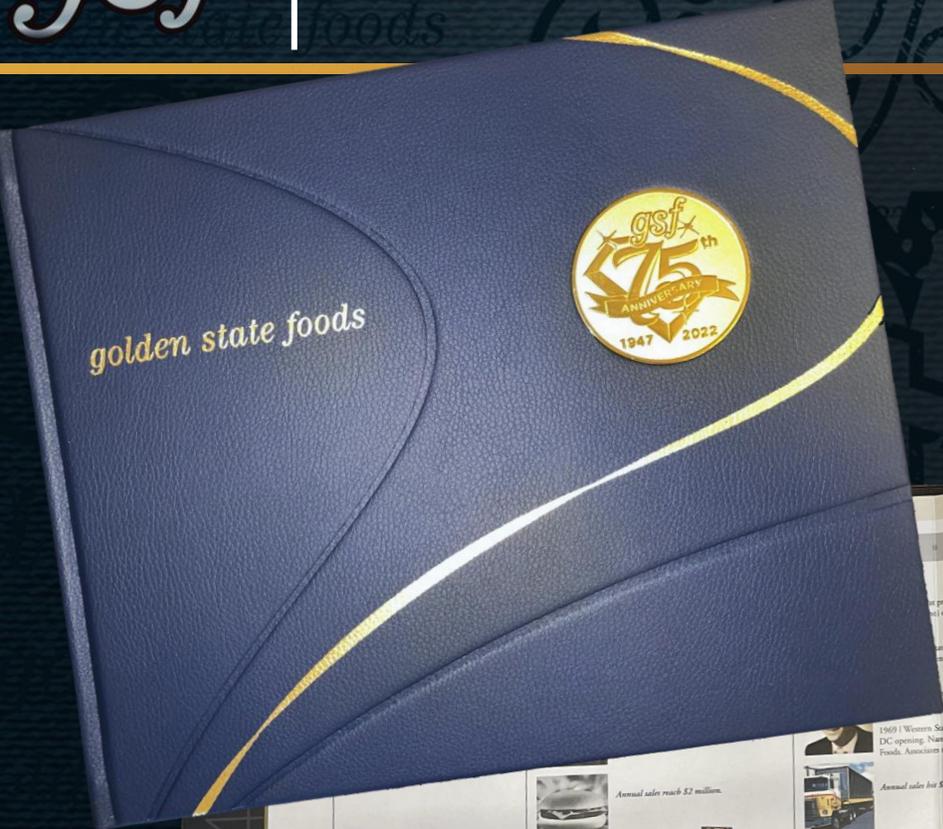


KEY CUSTOMERS



gsf

75th Anniversary Celebration Commemorative Book



golden state foods



1970s

- 1971 | City of Industry, California manufacturing and distribution center and Wapahic, Hawaii DC open. Produce and Liquid Products production begins.
- 1972 | GSF goes public.
- 1973 | One-stop-shopping concept pioneered for the QSR industry.
- 1974 | Dairy operations with shake mixes and milk begin.
- 1975 | GSF food processing facility (Conyers, Georgia) and DC (Greensboro, North Carolina) open. Bakery products production begins.
- 1976 | Jim Williams appointed President and CEO. GSF formally renames its Values.
- 1977 | Jim Williams becomes Chairman and CEO. GSF corporate headquarters relocated to Pasadena, California.
- 1978 | Bill Moore passes away.
- 1979 | GSF grows to 700+ associates.



Annual sales rise to \$337 million.

1980s

- 1980 | Company status changes back to private.
- 1981 | GSF moves into new Summit, Wallingford, Connecticut.
- Mid-'80s | North American Produce (NAP) acquired.
- 1985 | Phoenix DC relocates to a larger facility.
- 1986 | DC opens in Suffolk, Virginia. GSF moves into new City of Industry, California, DC.
- 1988 | GSF moves into new Wapahic, Hawaii, DC.
- 1989 | DC opens in Lexington, South Carolina. Workforce reaches 1,700 associates.



Annual sales rise to nearly \$1 billion.

Jim Williams, former GSF Chairman and CEO (1976-1998) and current Member, GSF Board of Directors

Jim Williams has spent virtually his entire business career at Golden State Foods. Like many entrepreneurs, he worked his way up through an organization that was a regional food processor and supplier to more than 35 countries. In 1976, Jim began leading GSF as President and CEO and then became Chairman of the Board in 1977, succeeding GSF's Founder, Bill Moore, prior to his passing. Under Jim's leadership, the company grew exponentially, in conjunction with the success of McDonald's, as one of its top primary suppliers. It also transitioned from its former public status back to private. Retired since 1999, Jim continues to serve as an active member of GSF's Board of Directors.

An avid race car enthusiast, Jim has dedicated much of his time to Irwindale Speedway, which he built in 1999 and owned for 10 years, serving as its President. Though he has retired for Los Angeles motorsports facility in 2008, Jim has remained engaged in building one of the greatest racetracks in the nation.

Jim and his wife of 38 years, Antoinette (deceased), have three children, five grandchildren, and 10 great-grandchildren. He currently resides in Newport Coast, California.

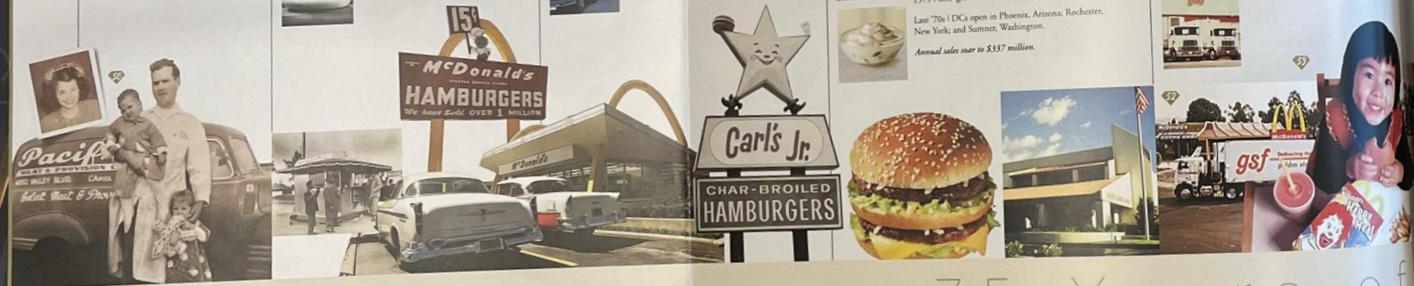
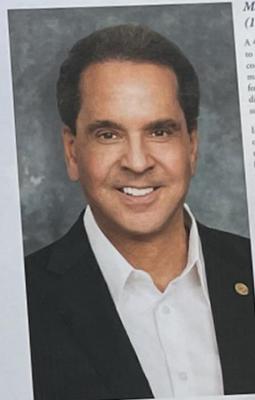
Mark Wetterau, GSF Chairman and CEO (1998-present)

A 40-year food industry veteran, Mark Wetterau has led GSF to significant growth and accomplishment since he joined the company in 1998. Under his direction, Wetterau and GSF's management team have made great strides to leverage the company's food processing and logistics expertise to attract a wider, more diversified customer base, while continuing to serve as a primary supplier to their long-term customer, McDonald's.

In the past two decades, GSF has grown from servicing virtually one customer to partnering with more than 200 brands. During this time, the company acquired an array of U.S. and international facilities and businesses, as well as formed various new joint ventures in food processing and logistics. In 2004, Mark guided GSF's transition to becoming a management-owned and-run company, as GSF's management bought out its previous partner, the Yucca Companies.

Passionate about community involvement and charitable service, Mark spearheaded the 2002 establishment of the GSF Foundation for children and families in need and currently serves as its Chairman. To date, the Foundation has raised more than \$60 million and engages upwards of 80 percent of GSF associates in volunteer support. Additionally, Mark has served on multiple nonprofit boards nationwide, chairing many of them.

Recognized with multiple awards in both strategic business leadership and charitable service and accomplishments, Mark has been honored for his ethical leadership numerous times, including receiving the Pasadena Foundation's Ethical Edge "Leaders of Integrity" and Concordia University's "Faithfulness and Excellence" Award. He currently resides in Laguna Niguel, California, with his wife, Virginia. They have three children and three grandchildren.



75 Years of

Open to view our historic 75-year timeline

gsf

75th Anniversary Celebration Budget

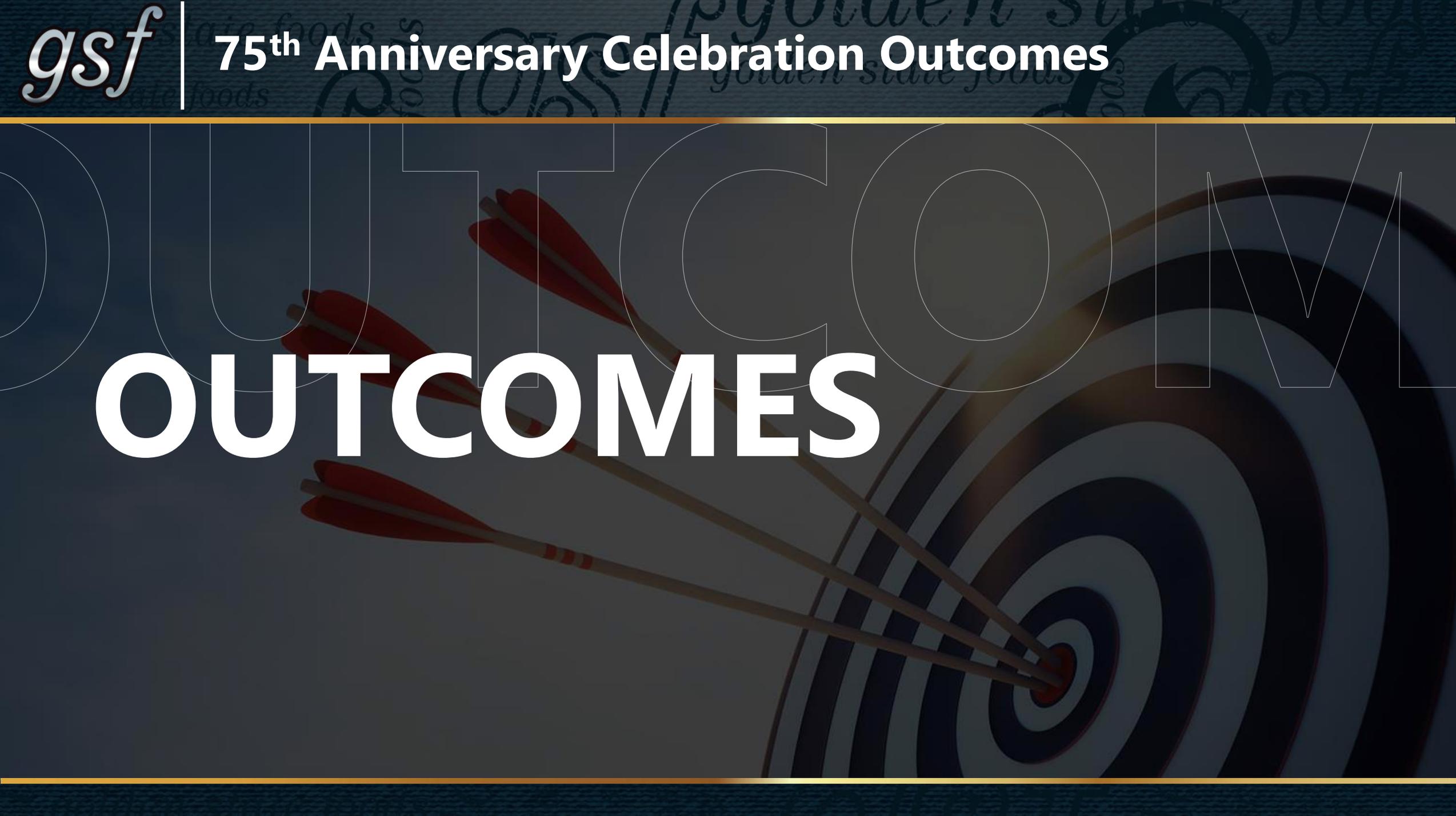
BUDGET

BUDGET

gsf

75th Anniversary Celebration Outcomes

OUTCOMES

The background features a large, faint watermark of the word "OUTCOMES" in a light blue, outlined font. Below this, a target with concentric circles is shown, with three arrows striking the center bullseye. The overall color palette is dark blue and black with gold accents.



75th Anniversary Celebration Outcomes

95% WERE:

Informed, inspired, and educated by GSF's unique history, organization, and culture.



75th Anniversary Celebration Outcomes

OUR LEGACY PROGRAM
SCORED

4.92/5.0 SCALE

A graphic of a target with three arrows hitting the bullseye is overlaid on the background. The target has concentric circles, and the arrows are dark with red fletching. The background is a dark blue with faint, repeating text and patterns.

“The 75-year history presentation was incredible!”

“I loved the review of our **history, Values, and Creed**. Loved the reciting of the Creed by senior management on stage. Wonderful to have all **three CEOs** represented.”

“It was a great experience to understand our history and foundation, I feel very **proud and fortunate** to be part of an organization that built and maintains a reputation of **sound/ethical business practices**, financial responsibility and places such a high value on its **culture and people**. (What we stand for is more important than what we sell. Authenticity sells and speaks for itself.)”

“I left with a good understanding of our roots, key people within the organization, a global perspective of the company as a whole, our **forward-thinking** specific to growth, and confirmation of our commitments to our **culture**, our **people**, and our **customer base**.”

“I loved learning more about the **rich history** of GSF. As long as I have been here, I **discovered new things** that I did not know. Also enjoyed hearing about the **business strategies** and sharing **best practices**.”

“Sharing the **history** of the company was extremely **impactful** and gave **insight** into our past. It left me with a strong sense of **pride** in our accomplishments.”

“Our **success today** is built on 75 years of "Our Enduring Legacy," and I am part of **GSF's future legacy!**”



75th Anniversary Celebration Outcomes



SCORED

4.72/5.0

SCALE

Literally 100% of those surveyed stated that they enjoyed learning about GSF's history, organization, and culture through this unique culture map experience.

*"I loved learning about the **history** of Golden State Foods, and how the company has grown and matured over the past 75 years. I also loved learning about the **company culture** and how we 'live our values' at GSF."*

*"I enjoyed learning about the **different business units**. I had no idea how **diversified** GSF truly is."*

*"The **video** about our history was super interesting. And having **open conversation** with those in my training was very cool!"*



75th Anniversary Celebration Associate Experience

SUPPORT YOUR FEEDBACK MATTERS!

ASSOCIATE EXPERIENCES



75th Anniversary Celebration Experience Surveys

OVERALL PARTICIPATION INCREASED

+ 7%

from 90% in January 2022 to 97% in January 2023.



75th Anniversary Celebration Experience Surveys

ENGAGEMENT INCREASED

+ 3%

from 73% to 76%, and a 5% growth over the past 5 years.



75th Anniversary Celebration Experience Surveys

MORALE INDICATORS INCREASED

+4-5%



gsf

75th Anniversary Celebration Experience Surveys



POWERFUL "EMOTIONAL SOUVENIR"

gsf

75th Anniversary Celebration Learnings

LEARNINGS



LEARNINGS

- **Year-long Celebration?**
- **Scale Back.**
- **Outsource Production Items.**
- **Over-Communicate, Over-Rehearse, Over-Test.**
- **Optimize All Communication Channels.**

MUST DO'S/KEY INSIGHTS

- **Start earlier than you think you'll need to.**
- **Engage a cross-functional steering committee.**
- **Try to incorporate some brand elements that are unique to your organization only.**
- **But don't overcomplicate things.**
- **Try to enjoy it and have fun!**

gsf

75th Anniversary Celebration Q&A

QUESTIONS



gsf

state foods

THANK YOU!



CONTACT INFO:

SHELLIE FREY

Vice President and Chief Branding
and Communications Officer
Golden State Foods

sfrey@goldenstatefoods.com